INCLUSIVE LEADERSHIP

- What and why
- Hindrances
- Necessary Traits
- Q&A

Presented by

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My work

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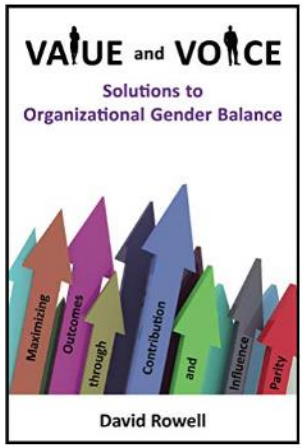
LEARNING & DEVELOPMENT CATALYSTS

REACH

NOAA



FOWLKES CONSULTING
The Business of Belonging

LEAD AT ANY LEVEL

Turnkey
COACHING SOLUTIONS
Connecting People, Potential, and Profits

Systemic Diversity & Inclusion Group

NATIONAL DIVERSITY COUNCIL
An inclusive community, a better nation

Gender Mainstreaming
WORLD METEOROLOGICAL ORGANIZATION

DEFINING ‘INCLUSIVE LEADERSHIP’

- Inclusive leadership is the capacity to manage and lead a heterogeneous group of people efficiently while creating an atmosphere where diverse perspectives are welcomed, people feel that they belong and are valued, and that everyone’s opinions and contributions matter to the organization’s well-being.

WHAT DIFFERENCE DOES A LEADER MAKE IN MAKING INDIVIDUALS FEEL INCLUDED.

- And this really matters because the more people feel included, the more they speak up, go the extra mile, and collaborate — all of which ultimately lifts organizational performance (HBR).

WHAT PROPORTION OF LEADERS TODAY COULD BE CLASSIFIED AS INCLUSIVE LEADERS.

- Demand for inclusive leadership at all levels of organizations is steadily growing, but finding these leaders is another matter.

Awareness
"We have a problem"

Understanding
"If this [ ], then that [ ]"

Advocation
"We need to …"

Action
"We are doing …"

Intentionality

…Ownership,
Commitment,
Behavior…

WHY LEADERS DON'T TAKE OWNERSHIP OF DEI

- **Non-awareness / Non-acknowledgement** – not being aware, or admitting, that a problem exists, or improvement can be made
- **Overriding Priorities** – other personal and organizational priorities require greater attention
- **Psychological standing** – a sense of not having *skin in the game* – the sense that is irreverent to them or not their place to get involved.
- **Deferment** –believing that others will take responsibility and act
- **Fear** – of doing something wrong, or being subject to consequences
- **Non-Understanding** – not understanding the issues, what might be done, or the impacts and consequences

Non- understanding

- *NON-INCLUSIVE LEADERS FAIL TO SEE OR UNDERSTAND THE COMPLETE PICTURE*

Well managed diverse groups **outperform**

homogeneous ones by **6**x

Companies with greater **gender diversity** on leadership teams are

25%

more likely to achieve **above average profitability**

Companies with greater **ethnic diversity** on leadership teams are

36%

more likely to achieve **above average profitability**

Inclusive organizations are

6x

More likely to be **innovative**

Inclusive organizations are Were

28%

More **engaged**

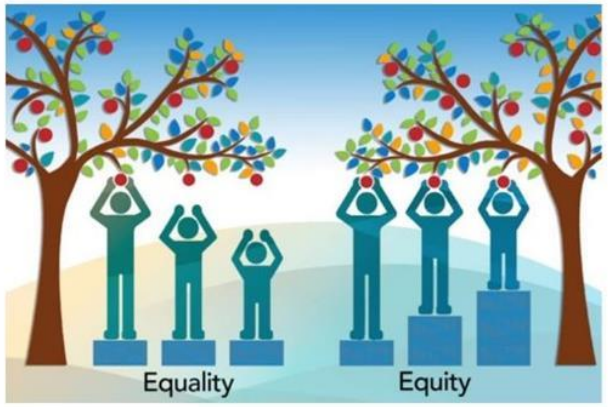
Employees stay

3x

Longer at inclusive organizations

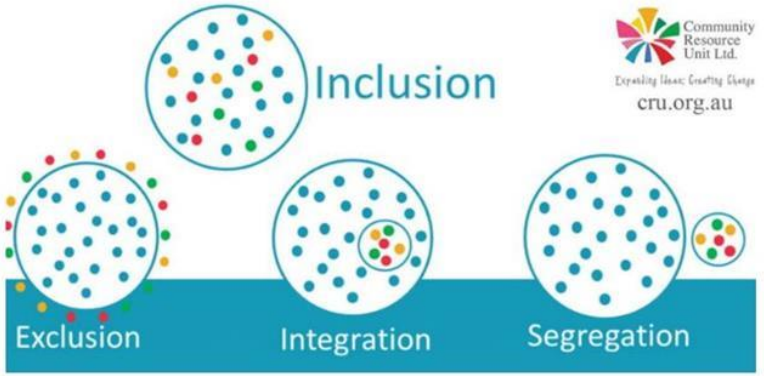
DIVERSITY

diversity is less about what makes people different—their race, socioeconomic status, and so on—and more about understanding, accepting and valuing those differences



EQUITY

equity is about creating fair access, opportunity, and advancement for all those different people. It's about creating a fair playing field, to use a familiar metaphor



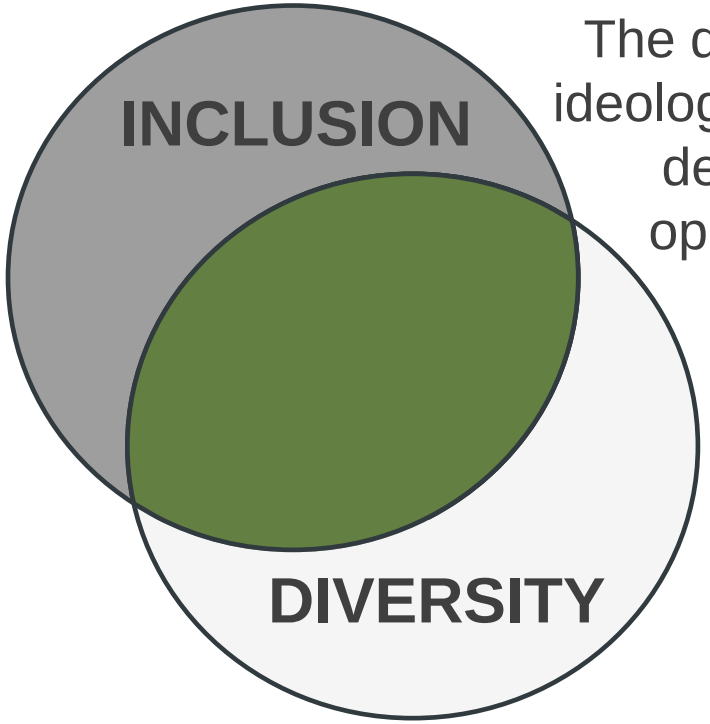
INCLUSION

inclusion is the extent to which various team members, employees, and other people feel a sense of belonging and value within a given organizational setting

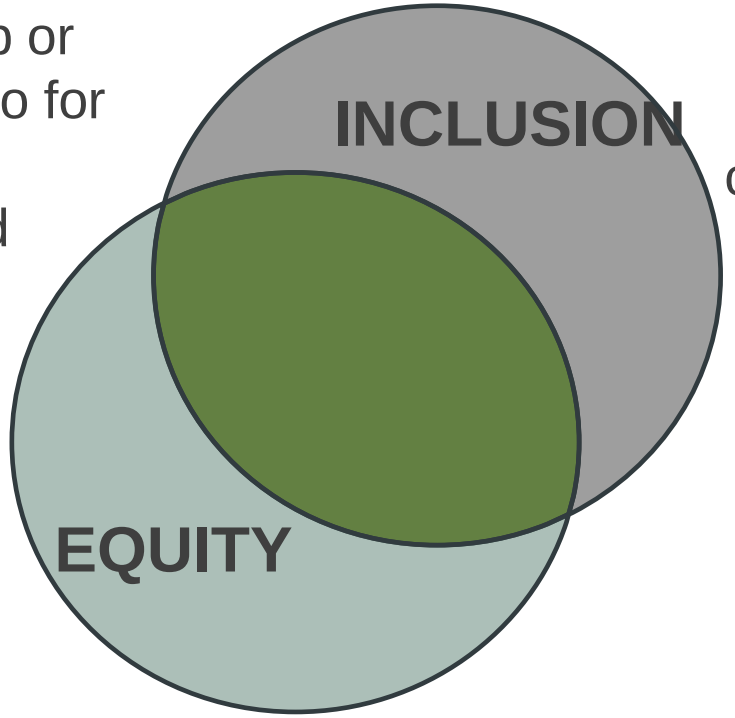
Education
religion or belief
values
policy
access
beliefs
norms
sex
agency
legislation
equal
rights
equality
empowerment
disability
gender
race
fair
class
ethnicity
diversity
opportunities
difference
justice
age
discrimination
status
poverty
anti-oppressive practice
youth work
sexual orientation
celebrate
society

equality
diversity
equalizer
showing
politics
opportunities
values
innovation
workshop
charity
everyone
sociology
team
work
core
civil
plan
integrate
leadership
support
vision
business
respect
society
Inclusion
school
discrimination
mission
welfare
aid
matter
community
building
care
training
diverse
pedagogy
equal
resources
disabled
assistance
help
statement
rights
inclusive
liberal

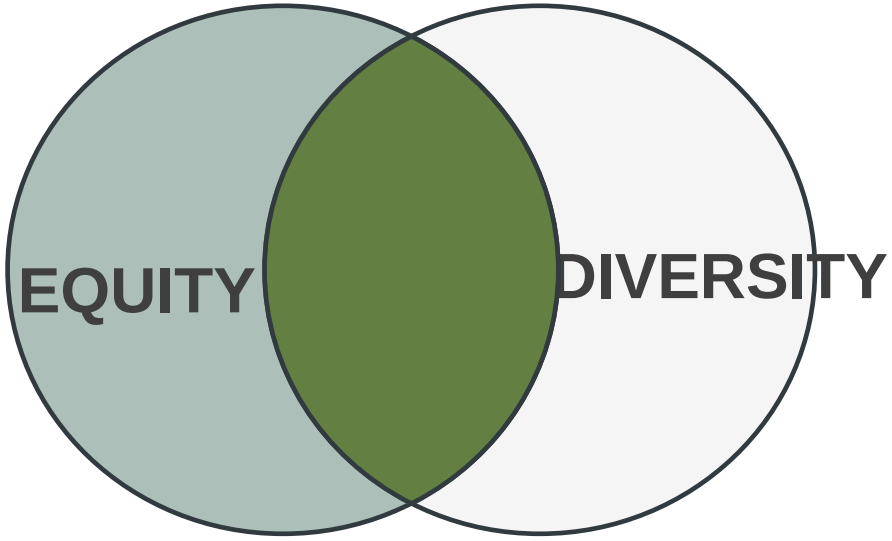
Change
Success
Equal
Inclusion
Unity
Educate
Growth
Dreams
Trust
Justice
Opportunity
Community
Involvement
Love
Equity
Respect
Joy
Caring
Advocate
Empower
Hope
Voice
Dignity
Action



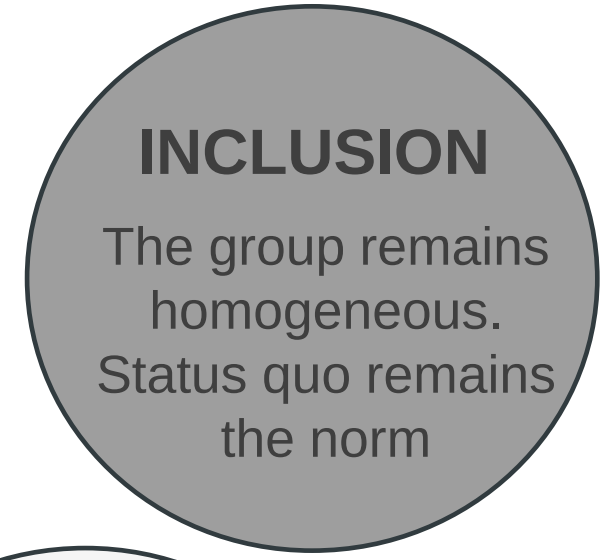
The dominant group or ideology is deferred to for decision making opportunities and promotions.

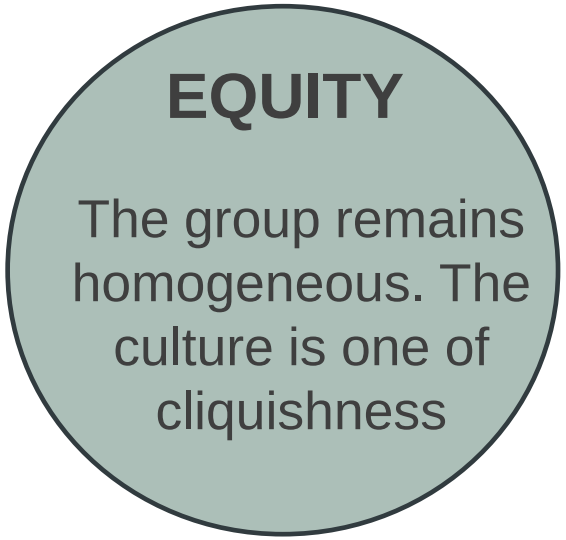


Over saturation of similarity, homogeneous culture, & simplified points of view.

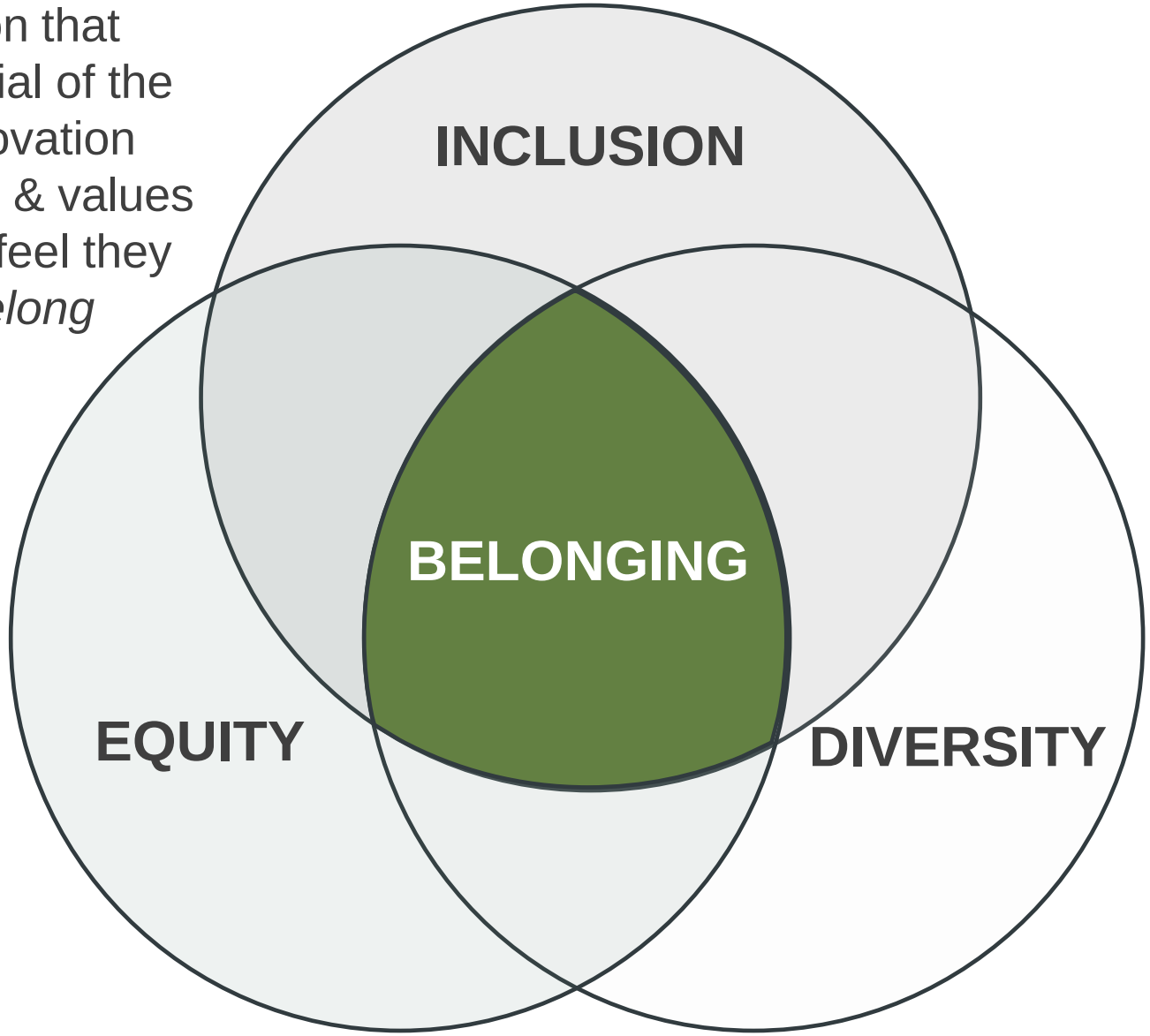


Culture assimilation results in disengagement and low retention.





<u>Together</u> well practiced DEI yields an organization that engages the full potential of the individual, where innovation thrives, & views, beliefs, & values are integrated. And all feel they are a part – they *belong*

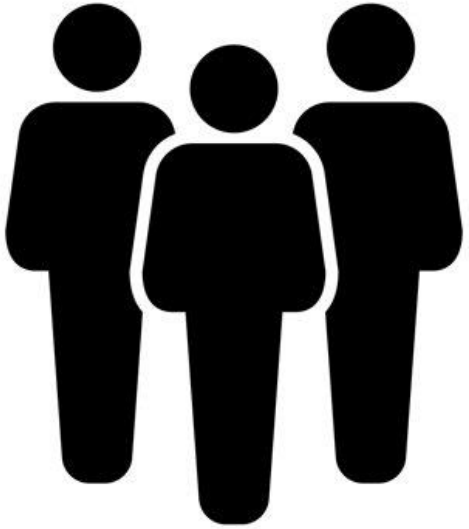


Focus:
‘or’ or ‘and’ ?

Inward / the Organization

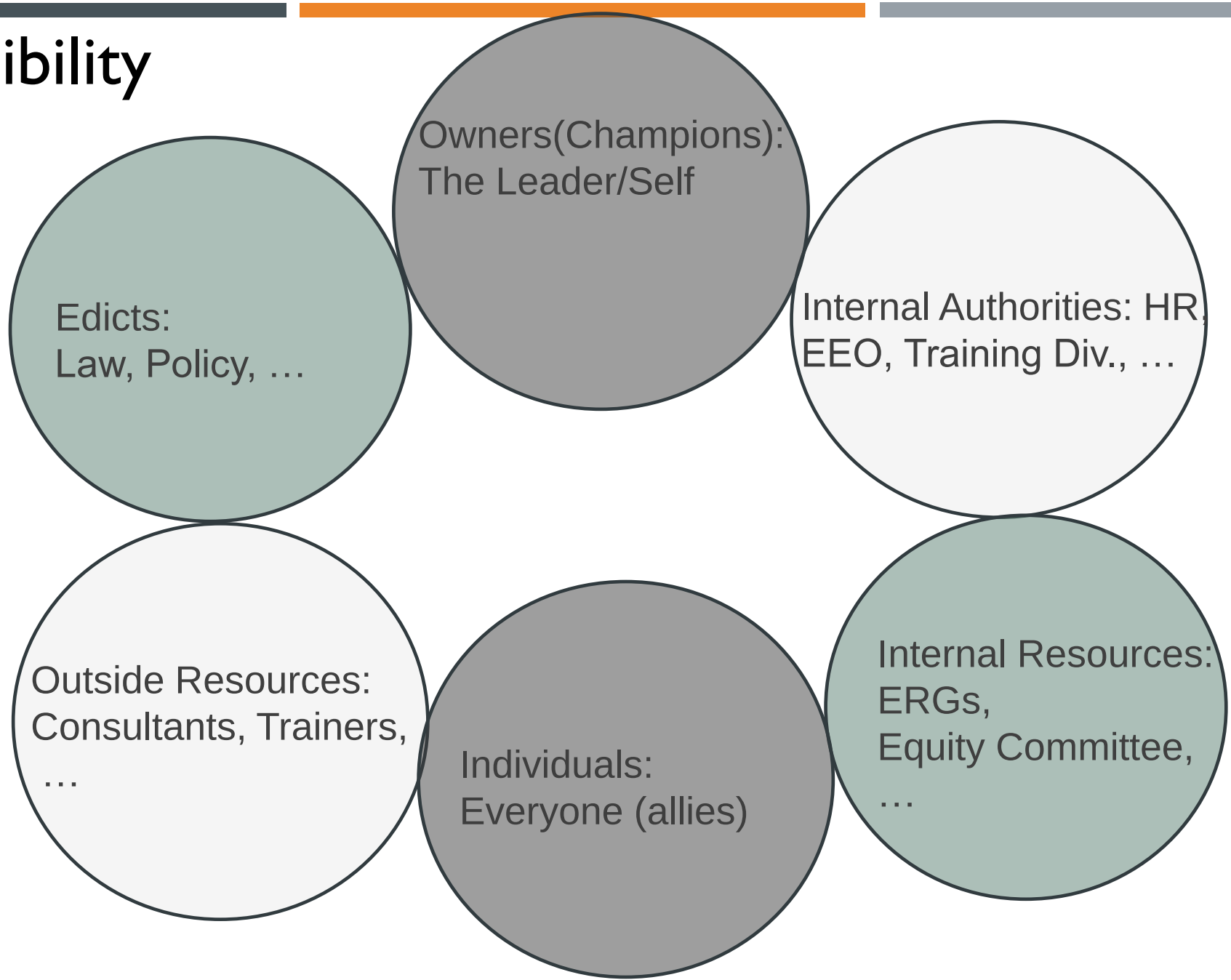
Staff

Outward / External

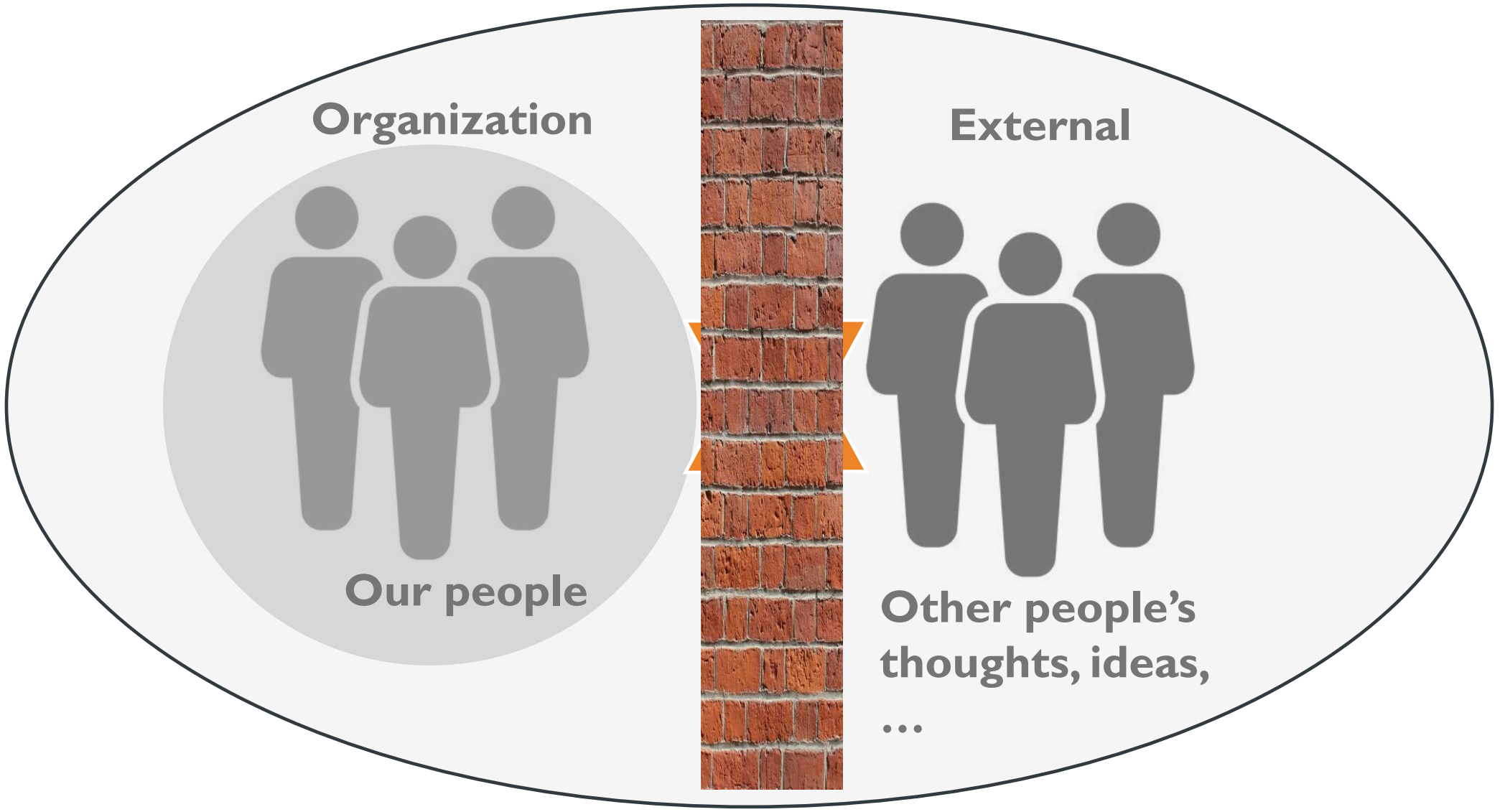


Public,
Customers,
Stakeholders,
…

Responsibility



Insular vs Collaborative



Not:

- Checkbox
- Confined
- An end

TRAINING

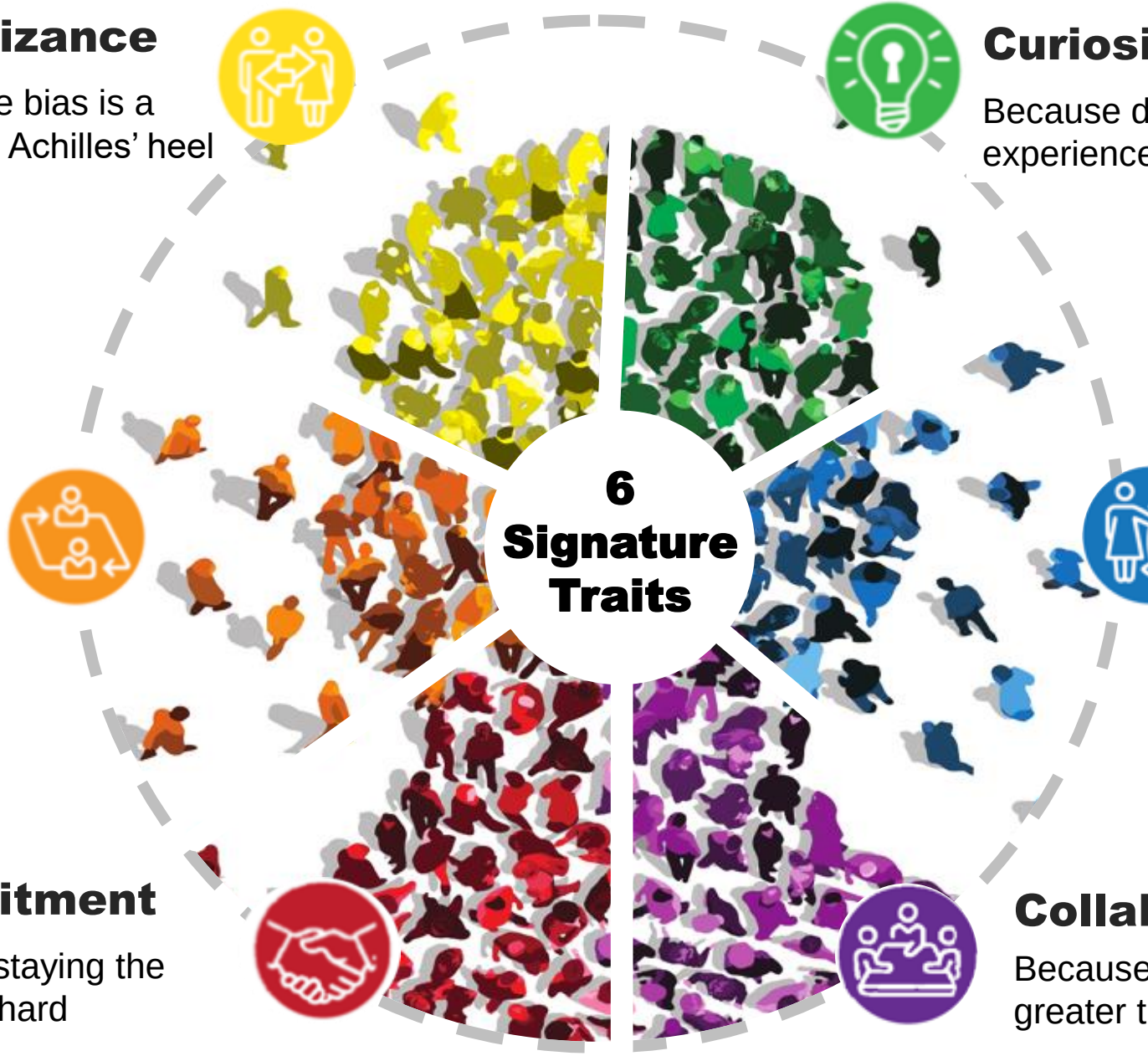
Inclusive Leaders

Cognizance

Because bias is a leader's Achilles' heel

Curiosity

Because different ideas and experiences enable growth



Courage

Because talking about imperfections involves personal risk-taking

Cultural Intelligence

Because not everyone sees the world through the same cultural frame

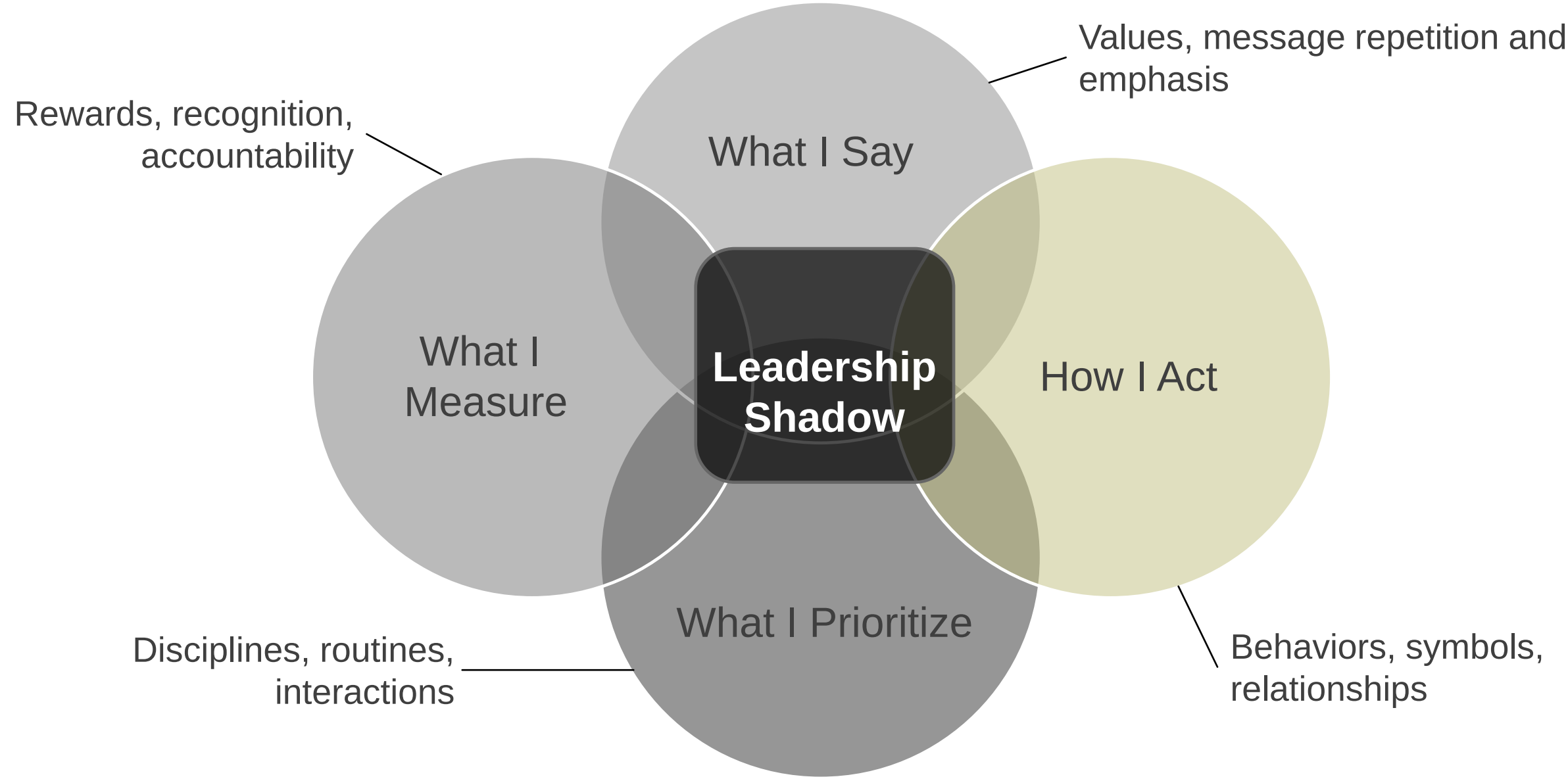
Commitment

Because staying the course is hard

Collaboration

Because a diverse team is greater than the sum of its parts

Graphic: Deloitte University Press I DUPress.com


Values, message repetition and emphasis
Rewards, recognition, accountability
What I Say
What I Measure
Leadership Shadow
How I Act
What I Prioritize
Disciplines, routines, interactions
Behaviors, symbols, relationships

CONCLUSION: COMMENTS & QUESTIONS

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